



Missouri: To Market, To Market

Be it a chocolate bar, a barbeque sauce or a frozen turkey dinner, it takes the right blend of ingredients to cook up food that consumers will hurry to grab off the shelves. It's much the same when you choose a location for a food production plant. You need the perfect combination: access to suppliers and markets, a friendly business climate, low costs, a high-quality workforce and more.

Missouri delivers the ideal ingredients for food manufacturing success.



Real People. Real Opportunity.

For a food production plant in the U.S., Missouri makes a smart strategic location. Positioned near the geographic center of the lower 48 states, Missouri also stands at the mean center of the U.S. population. It takes no more than two days to drive from Missouri to most of the country's major markets. Manufacture in Missouri, and you can move your products to your customers quickly and economically.

You'll have easy access to suppliers as well. Missouri stands in the nation's agricultural heartland. It also has 108,000 farms, the second-highest number of any state in the U.S. It ranks second in the country for cattle operations, with 59,000, and is a major producer of soybeans and corn.

Missouri is a significant producer of wine. According to the Missouri Wine and Grape Board, the state has more than 1,300 bearing acres of grapes. Ninety-six Missouri wineries produce nearly a million gallons of wine each year, including those based on Norton, Missouri's official state grape.

Along with agricultural products, companies in Missouri have ready access to manufactured ingredients, supplies and packaging. Fifty-two percent of all U.S. manufacturing plants are within a single day's drive.

Not only does a facility in Missouri put you close to crucial resources and markets, but the state offers a rich infrastructure for moving supplies and finished goods. In 2010, CNBC ranked Missouri's transportation network the seventh best in the nation.

Missouri's highway system is the 7th largest in the U.S. with 32,800 miles. According to the Reason Foundation, Missouri highways are also among the least congested in the country. The railroad system is likewise vital to the food processing industry with 4,000 miles of track and six Class I carriers. Rail terminals in Kansas City and St. Louis are ranked 2nd and 3rd in the nation, respectively.

Missouri's airports number 130, with nine offering commercial flights and 60 that maintain at least a 4,000 foot runway capable of handling cargo aircraft. Missouri's river system rounds out the transportation picture with more than 1,000 miles of navigable waterways and the northernmost ice-free ports on the Mississippi River.



Low Costs, Great Workforce

Missouri was recently named one of the top ten pro business states by the Pollina Corporate Real Estate. The state has also been recognized by CNBC as one of "America's Top States for Business" which ranked Missouri as the fifth-least expensive in the country, based on taxes, wages, workers' compensation insurance and the cost of office and industrial space.

The Small Business and Entrepreneurship (SBE) Council ranks Missouri at number 16 on its list of the best state tax systems in the nation. Missouri did even better on a measure of its corporate income tax rate, coming in fifth best on the Tax Foundation's State Business Tax Climate Index for 2010.

Missouri's corporate income tax is 6.25 percent of taxable income. Since the state allows a company to deduct 50 percent of federal income tax payments before computing taxable income, the effective state corporate tax rate is only 5.2 percent.

Companies that manufacture in Missouri also realize big savings on energy. In 2010, Missouri tied with Oklahoma for the number 3 position on the list of states with the lowest business energy costs, compiled by the SBE Council.

Missouri enjoys an abundant supply of water, thanks in part to the presence of the Mississippi

and Missouri Rivers. According to records of the Federal Emergency Management Agency (FEMA), there have been no federal disaster declarations of drought in Missouri since the government started keeping records of those declarations in 1953.

Another key asset for Missouri businesses is its workforce. The state's population of workers stands at more than 3 million and growing. Known for its highly-developed work ethic, Missouri's workforce also has attained a higher level of education than the national average. Programs such as the Missouri New Jobs Training Program and the Missouri Customized Training Program help to ensure that employees in Missouri develop skills that match the needs of the state's employers.

Missouri's workers provide excellent value to their employers. The annual average wage in the state is \$39,250, significantly lower than the national annual average wage of \$43,460.

A substantial number of people in Missouri work in food manufacturing—nearly 41,000, according to the Bureau of Labor Statistics Quarterly Census of Employment and Wages. Food manufacturers account for more than 16 percent of all manufacturing jobs in the state.

To help create an attractive climate for these employers, Missouri offers an array of tax



Left to right: Missouri is home to 96 wineries;
Soy research at the University of Missouri-Columbia;
Long-time meat processor Triumph Foods in
St. Joseph

incentives to eligible businesses. For example, the state boasts 86 Enhanced Enterprise Zones where companies may qualify for tax credits and real property tax abatement of at least 50 percent for ten years on any improvements to the property. The Missouri Quality Jobs Program provides tax incentives to companies that create new jobs. Under this program, eligible companies that create new jobs can retain the new employees' state withholding tax and, in many cases, receive state refundable tax credits.

Clearly, there are many compelling reasons to locate a business in Missouri. To get the full picture, though, it helps to take a closer look at some regions within the state and hear about the food processing businesses that are flourishing there.

The Metros: Well-Connected

The rich and diverse transportation infrastructure found in St. Louis and Kansas City make Missouri's two largest metropolitan areas smart choices for food manufacturers. Numerous four-lane highways, Class I railroads, major airports and a wealth of transportation and logistics services keep materials flowing into local factories and finished goods moving to customers across the country and around the world.

Food companies with headquarters or operations in the Kansas City area include Cook's Hams, the Boyle Meat Company, Sonne's Organic Foods, Belfonte Ice Cream and Dairy Foods, Hostess Brands and the American Italian Pasta Company (AIPC).

"The Kansas City area has been a great place for AIPC to do business," says Walt George, the company's executive vice president and chief operating officer. The location in the nation's agricultural belt provides good access to raw ingredients, and the central location in the U.S. makes it affordable to distribute AIPC's products to leading grocery and retail chains, he says.

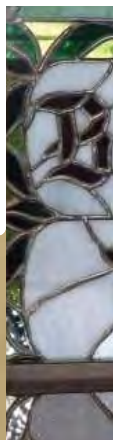
The labor pool in Kansas City is a plus as well, George adds. "We have built an educated and hard-working workforce that has helped fuel the success of our company. On top of those business-driven reasons, Kansas City is simply a great place to live."

Food and agribusiness companies in the St. Louis metro include Anheuser-Busch, Bunge, Monsanto, Andy's Seasonings, Louis Maulle Company and Solae.

Solae emerged in 2003 when DuPont's Protein Technologies division and Bunge formed a joint venture. The company uses soy proteins to develop ingredients that manufacturers



Left to right: Missouri's undergrounds provide constant, year-round temperatures ideal for food storage; Bristol Ridge Winery in Knob Noster; "Soy chicken" developed at the University of Missouri-Columbia has the flavor and texture of the real thing



incorporate into baked goods, meat, beverages, dairy alternatives and many other products.

At the time of the merger, officials with Solae had to decide whether to base their operation at Protein Technologies' headquarters in St. Louis or at a Bunge facility in Fort Wayne, Indiana. "We decided to stay in St. Louis for a lot of reasons," says Mike Reed, Solae's vice president of facilities.

One big attraction was the St. Louis facility's location within CORTEX, a business and research complex with a heavy concentration of institutions focused on biological science. "We're very close to Washington University and medical complexes. It's good that we're in here with other people that are doing similar things," Reed says.

Solae sometimes collaborates with other institutions in the neighborhood to demonstrate the health benefits of its products. Proximity to Washington University and St. Louis University also provides an advantage when Solae recruits employees. "The people that we need for our R&D group are coming out of schools that are located here in St. Louis," Reed says.

Northeast Missouri: Near to the Source

When a company locates a plant in Northeast Missouri, it puts itself close to the source for

many key food product ingredients. "We grow great corn and soybeans and sorghum crops," says David Gaines of the Northeast Missouri Development Partnership, a cooperative alliance of 14 counties. Also, meat processors benefit from the presence of significant livestock production in the region, including cattle, hogs, sheep and goats.

"In my area, the goat and sheep production has been pretty vibrant," says Gaines. In particular, immigrants to the U.S. create a market for those meats.

Food producers looking to locate or expand in Northeast Missouri get an enthusiastic reception from local officials who can help them qualify for a variety of tax incentives.

One facility that recently benefited from the Enhanced Enterprise Zone program is ConAgra Foods in Macon. "Based on an investment of \$23 million and 12 new jobs, they were given a proposal of \$451,000 in tax credits, in addition to a 100 percent property tax abatement for five years and a 50 percent abatement for ten years," says Denise Bennett, executive director at Macon County Economic Development. ConAgra now employs about 350 people at the poultry processing facility, she says.

Aggressive state and local incentives were responsible in part for drawing China's Mamtek



International and its affiliate Mamtek U.S. to Northeast Missouri. Mamtek, which manufactures the sugar substitute sucralose, broke ground in July on a factory in Moberly which is expected to create 612 new jobs. The package that helped Mamtek decide to locate its only U.S. sucralose plant in Moberly included \$14.4 million in tax credits, \$2 million in infrastructure grant funds, \$800,000 for job training, and \$368,000 for employment recruitment and referral services, all from the state. The City of Moberly and private investors contributed another \$45 million in funding.

Other food manufacturers in the 14-county region include General Mills in Hannibal, Kraft and Farmland in Kirksville, and Tyson and Supreme Cuisine in Montgomery City.

Supreme Cuisine supplies high-quality braised meats and sauces to customers such as Celebrity Cruises and numerous casino hotels. The company established itself in Montgomery City by expanding an existing USDA plant that formerly belonged to a farmers' co-op.

The location gives Supreme Cuisine convenient access to both its suppliers and its major markets. "We get a lot of our beef from Kansas City," says Rob Fry, plant manager and chef. "So we get the best beef in the Midwest. And we're dead center in the middle of

the country. That makes it easy to ship to our customers in places such as New York, Miami and Las Vegas."

Another big advantage in Northeast Missouri is the workforce, Fry says. "The people out here in the Midwest work hard. They're good, honest people. They appreciate the value of a dollar."

As Supreme Cuisine has grown from 4 to 18 employees in the past year and a half, Fry says he's been pleased with the ability of workers from a wide variety of backgrounds to learn the necessary skills. "As long as they're willing to learn and listen, you can teach anybody anything," he observes. "You can't teach them personality or work ethic, though." New employees arrive with those qualities already well developed.

Columbia Region: Adding More Function to Food

Missouri sits squarely in the center of America's agricultural heartland. But it also sits on the leading edge of developments in food science, thanks to researchers at the University of Missouri in Columbia.

Unlike some of the surrounding states, whose agriculture focuses heavily on certain crops or animals, Missouri raises a little bit of everything, says Ingolf Gruen, associate professor and chair of



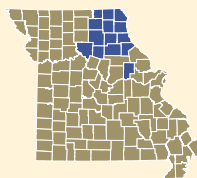
Missouri has **108,000 farms**, the second-highest number of any state in the nation. It ranks **second in the country for cattle** operations, with 59,000, and **fifth for soybeans**, with 230,550,000 bushels.

If you're in the business
of growing  or
 processing or
storing  or 
shipping someone else's
dinner...



...it helps to have the experts in your corner. And that's what you'll find when you bring your food processing business to Missouri's northeast. This 14-county region, known for its agricultural roots and fertile soil, has attracted companies from nearly every segment of food processing, making it a one-stop shop for the industry. And, because the northeast region has some of the lowest business, labor and energy costs in the nation, people come here from faraway places to set up shop. So, no matter where you are in the food chain,

you need to be here.



For more information on locating in Northeast Missouri, call 660-263-8811 or go to www.MissouriNortheast.com

Food for the Future

University of Missouri food scientist Ingolf Gruen is exploring ways to add nutrients, such as fiber, antioxidants and pro-biotics, to premium ice cream. He joins other prominent MU researchers who are creating our next generation of food, such as a soy substitute for chicken and transgenic pigs that produce omega-3 fatty acids for healthier pork.

MU faculty experts are tackling society's most challenging food-related health issues, especially in the areas of plant and animal sciences, food safety and biosecurity, obesity and chronic disease.

For more information about Food for the Future at the University of Missouri, contact Jo Britt-Rankin, 573-239-8399 or e-mail britt-rankinj@missouri.edu.

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the food science program at MU's Columbia campus. The program is part of the College of Agriculture, Food and Natural Resources.

Over the past five years, food researchers at the university increasingly have dedicated themselves to improving the functionality of foods. For example, Fu-Hung Hsieh, a professor of biological engineering and food science, is developing a soy product that not only tastes, but also feels and "chews" like chicken. Associate professor Azlin Mustapha has added freeze-dried probiotic microcapsules to soy bars to make a snack that is easier to digest than many of the energy bars on the market today. Gruen himself has been adding fiber, antioxidants and probiotics to ice cream in a bid to create a more nutritious dessert.

With the wine industry growing in Missouri, the university has developed the Institute of Continental Climate Viticulture and Enology,

devoted to researching how best to grow grapes and make wine in Missouri's climate. And assistant professor Mengshi Lin is leading a team, including Gruen and Mustapha, that is working with Jiangnan University in China to promulgate food safety information and analytical techniques to scholars and the industry.



Mengshi Lin at University of Missouri-Columbia.

The goal is to reduce problems with food contamination in the global supply chain.

Lin's work could be of particular interest to commercial food processors because it's at the cutting edge of analytical chemistry, Gruen says. "He is working with the most recent analytical techniques in the food industry, such as Raman spectroscopy and FTIR (Fourier Transform Infrared) spectroscopy."

Researchers and students in the food science program also collaborate with local industry. Opportunities for such cooperation could increase under the auspices of Food for the Future, a university program to develop new initiatives based on the theme of food.

The new cross-disciplinary program focuses on five themes: animal and plant production; food biosecurity and safety; food as it relates to obesity, aging and health; food and policy; and the role of food in the arts, and humanities and social sciences.

"We're trying to bring together faculty who may have been working in this area, but may not have worked together," says Jo Britt-Rankin, facilitator of Food for the Future. For food manufacturers in Missouri, the program could present new opportunities to collaborate on



The iconic columns of University of Missouri-Columbia.

*It takes no more than **two days** to drive from Missouri to most of the country's major markets. Manufacture in Missouri, and you can move your products to your customers **quickly and economically**.*

research and development or create student internships.

Food for the Future also is looking toward new educational opportunities. "How do we expand programs that might put our students at an advantage?" Britt-Rankin asks. "If they are interested in food processing, can we maybe offer a certificate maybe in new food technologies?" The program also could develop continuing education programs for food industry employees, including programs custom-tailored for the needs of individual companies.

Central Missouri: Meat, Corn, Beans and Grapes

Just east of Kansas City, the five counties that make up the West Central Missouri region offer an abundance of business advantages for constructing or expanding a food processing facility.

"Our region offers superior opportunities for new and existing food processing companies. When compared to metro locations, the cost of production is less with access to skilled quality workforce in the Alliance region," says Tracy Brantner, president of the Central Missouri

Economic Development Alliance. The Alliance represents the Missouri counties of Henry, Johnson, Lafayette, Pettis and Saline Counties.

The largest food industry employer in the West Central Missouri region is Tyson Foods, which operates two facilities there with a combined workforce of about 2,000. Tyson processes chicken, beef and pork in those plants and also makes delicatessen products. The company ships 2.8 million pounds of ready-to-cook and fully-cooked chicken products per week to club stores, retail stores and food service customers.

"Our geographic location and proximity to local grain farmers enables us to buy local grain and soft stocks by truck rather than receive by rail," says Chris McMurrough, manager of the Tyson plant. "In 2009 we purchased just shy of 7.5 million bushels of corn from local farmers." The plant's central location in the U.S. also allows Tyson to ship many of its products directly to customers, rather than routing them through other distribution channels, he says.

Other food processors with operations in the region include ConAgra, Cargill, Schreiber Foods and Alma's Meats.



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Richard Morris, Chief Executive Officer at Alma's Meats, cites the outstanding local labor pool as a key reason for conducting business in Central Missouri. "There's a very dependable workforce. Most of them come from farming areas, so they have a strong work ethic," he says. "People work very hard, and they're very loyal."

Alma's Meats has operated a meat processing and locker plant in the city of Alma since 1944. More recently, it added a plant that makes cooked products such as bacon, ham and sausage. It also produces pork and beef barbecue products for customers such as Seaboard Foods and the Fiorella's Jack Stack Barbecue restaurant chain in Kansas City.

"One of the reasons that Seaboard picked us was that we fit well within their distribution channels," Morris says. The company's location

near I-70 makes it easy for trucks to pick up product and move it to market.

Being near Kansas City also allows Alma's Meats to make optimum use of its transportation resources. Quick access to Kansas City provides a convenient and low-cost source for production supplies and packaging materials, as well as a significant market for the company's products. "We deliver to customers on Tuesdays, so as we drop off orders, we pick up whatever raw materials we need," Morris says. Rather than build a lot of warehousing space onto its plant, Alma's Meats leases storage space in Kansas City and then moves materials to its plant as needed, he adds.

Nate Moore, in charge of environmental compliance at the Rose Acre Farms egg production facility in Johnson County, also finds a major advantage in Central Missouri's labor pool.



Succeeding in business has a lot to do with being in the right place at the right time. And, for a growing number of companies, the right place is Central Missouri. Central Missouri's 5-county region has dozens of vibrant, self-sustaining "micropolitans" where the congestion and costs of the big city haven't quite caught on. What *has* caught on is an unrivaled fiberoptic network and an outstanding transportation system connecting businesses to nearby Kansas City – and the world beyond – in nothing flat. For those in food processing, this means speedy access to product, packaging, storage and distribution. For companies like Tyson, ConAgra and Schreiber, it means success. Because it's all about being in the right place at the right time.

The place is Central Missouri. The time is now.

Tracy Brantner | 1.800.431.0675 | info@choosecentralmo.com | www.choosecentralmo.com

"There are a lot of people to hire," he says. Quite a few of them are farmers in their own right. "The experience that helps at home actually helps on the job," he says.

The southern portion of the five-county region is known for raising cattle, sheep and goats. The northern section lies along the Missouri



Central Missouri's 5-county region has dozens of self-sustaining "micropolitans."

River bottom, making it some of the most fertile agricultural land in the state. Crops grown there include corn, beans and grapes.

Grapes, of course, mean wine, and the Alliance region is home to several thriving wineries. Among them are Baltimore Bend Vineyard near Waverly, and Montserrat and Bristle Ridge Vineyards, both located near Knob Noster.

Saint Joseph: Serving the Entire Supply Chain

Food manufacturers in the Saint Joseph region get the best of two worlds. Just 35 miles north of Kansas City, Saint Joseph stands in easy reach of big-city transportation, business, and cultural resources. But a location in the city

also puts a manufacturer close to agricultural suppliers.

Meat packing has long been an important industry in Saint Joseph: the city's stockyards have been in operation since 1887. Several companies continue the area's meat production tradition.

One advantage of operating in Saint Joseph is the multitude of local sources for products and services in the food products supply chain. Along with meat, the area is an important source of grain and soy, as well as ingredients made from those commodities.

Ag Processing Inc. (AGP) produces soy meal for use in animal feed, as well as various food-grade soy oils, both salad oil and hydrogenated. The facility in Saint Joseph is well-positioned for easy access both to local soy supplies and to grain shipped by rail from the Dakotas, Minnesota, Nebraska and Iowa, says Terry McClatchey, marketing manager at the plant.

The central location also helps with shipping product to customers all over the country. "We're on two railroads — both Burlington



Sara Lee Foods in Saint Joseph.

*The state's worker population stands at **more than 3 million**. Known for its highly-developed **work ethic**, Missouri's workforce also has a **higher educational attainment** than the national average.*

Missouri Facts	
Serving Size	68,886 square miles
Sources for Food Manufacturing	
Number of Farms	108,000
Number of Cattle Operations	59,000
Pounds of Red Meat produced in 2009	1,737,000,000
Bushels of soybeans harvested in 2009	230,550,000
Number of Wineries	96
7th Best Transportation System in the U.S.	
Miles of Highway	32,800
Miles of Railway	4,000
Miles of Navigable Waterways	1,033
Mfg plants within 600 mi (52% of all U.S.)	187,374
Outstanding Business Climate	
Corporate Income Tax (Tax Foundation 2010)	5th lowest in U.S.
Business Energy Costs (SBE Council, 2010)	3rd lowest in U.S.
Business Costs (CNBC, 2010)	5th lowest in U.S.
Pro-Business (Pollina Corporate Real Estate)	in the U.S. top 10
World-Class Workforce	
Enrolled College Students	376,160
Food Manufacturing Workforce	41,000
Total Workforce	3,034,581
Annual Mean Wage	\$39,250

Missouri has the second highest number of both farms and cattle operations in the U.S.

Missouri is also a major producer of corn, rice, sorghum, and winter wheat.

Based on the value of goods shipped by air, land and water, the availability of air travel, and the quality of the roads.

6.25%; 50% of federal income tax payments are deductible before computing taxable income, leading to a net effective rate of 5.2%

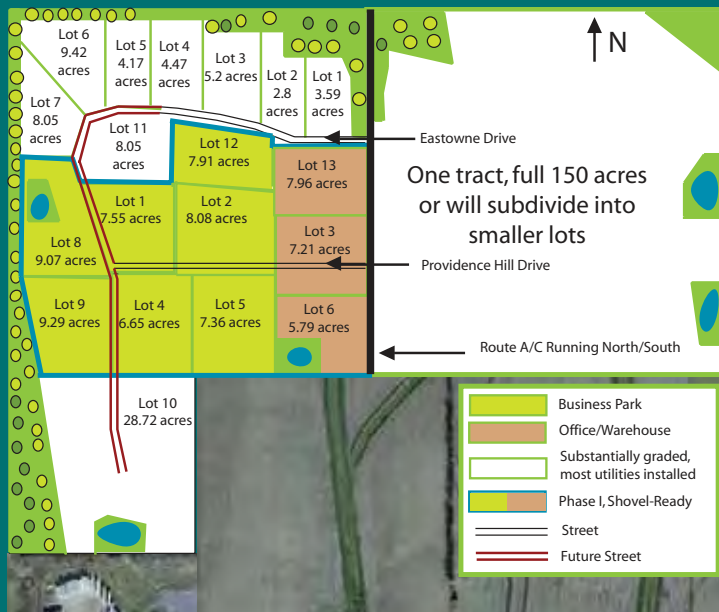
Based on 31 factors including taxes, human resources, right-to-work legislation, energy costs, infrastructure spending, workers compensation laws, economic incentive programs and state economic development efforts.

Not only do Missouri workers exhibit the classic Midwest work ethic — they do so for less money than workers in 31 states.

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- Water service is provided by Missouri American Water & minimum fire flows of 2813 GPM at 25 psi are met.
- Wastewater is maintained by the City of St. Joseph & capacity of 1.7 MGD is provided.



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Northern and Union Pacific,” says McClatchey. With Interstate-29 running through Saint Joseph, and I-35 and I-70 not far away, AGP also has many options for reaching its markets by truck.

Some of what AGP produces doesn’t even need to leave town to reach its market. Ventura Foods, for one, benefits from its location near the soy processor, says Brad Lau, senior vice president of economic development at the Saint Joseph Area Chamber of Commerce. “They’re one of the larger consumers of soy oil, which they make into salad dressings, mayonnaise and other products.”

Several food companies in the area use the services of Nor-Am Ice and Cold Storage, a local company, Lau says. And local food processors needn’t look far for product packaging. Without leaving Saint Joseph, they can find vacuum sealed packaging from Cryovac, metal cans from Silgan Containers, paper-based packaging from International Paper and plastic jars and containers from Ring Container Technologies.

Finally, Saint Joseph’s pet food industry offers a ready market for some of the commodities that food producers can’t use themselves. “The Nestle Purina pet food plant here utilizes some of the byproducts of food

manufacturing in the production of pet foods,” Lau says.

Triumph Foods is one of the local processors whose byproducts go to Nestle Purina. Triumph’s main line of business, though, is processing pork for human consumption. Headquartered in Saint Joseph, Triumph employs about 2,700 people at its facility there, producing fresh pork loins, ribs, hams and other cuts for the retail market. It also sells pork for use in hot dogs, lunch meats and other products. Triumph has customers located as near as the Sara Lee plant in Saint Joseph and as far away as Korea and Japan. About 40 percent of its sales are exports

Saint Joseph’s location in the Midwest works well for Triumph, says Patt Lilly, the company’s chief administrative officer. “It’s good from a transportation standpoint, not only in the context of providing for our raw product

— hogs — but also for delivery of product across the country, and delivery of our export product to Mexico and to the West Coast for



*Positioned near the geographic center of the lower 48 states, Missouri also stands at **the statistical population center of the U.S.***

shipment to Asia." With its roots in agriculture and manufacturing, Saint Joseph also offers a large pool of workers who can do the kind of work that Triumph requires, he says.

Missouri Ozarks: Great Sites, Great Skills

Real estate and workforce make up two of the big attractions for food manufacturing in the Springfield region.

"There's a series of well developed and prepared industrial sites," says Jeff Seifried, manager of regional development with the Springfield Area Chamber of Commerce. "They include turnkey greenfield sites and several former food processing plants that are available.

Two of Springfield's primary sites are the 360-acre Partnership Industrial Center, and the newer, 400-acre Partnership Industrial

Center West. Both parks are within Springfield's Enhanced Enterprise Zone.

In 2010, for the fourth year in a row, *Forbes* magazine included Springfield in its list of the top 50 Best Places for Business and Careers. Because food manufacturers have operated in the region for a long time, many workers in and around Springfield already have the skills that a food processing plant requires. And employers get a great deal of value for their money. "The wage rates here in the Springfield region are some of the most competitive in the country, especially for the skill level," Seifried says.

"The work force has a long history of hard work and a good work ethic," says Mike Briggs, a partner in Briggs and Day, a sales and marketing consultancy that serves the food processing industry. Briggs formerly served as president of Willow Brook Foods, which ran a



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vertically-integrated turkey business in Springfield. The operation included breeders, hatcheries, feed mills and plants for harvesting the birds and processing them into lunch meat. Cargill bought Willow Brook in 2008.



Missouri has abundant underground space for warehousing and other operations.

Along with the labor pool, one of the biggest advantages that Springfield offers to a business such as Willow Brook is location, Briggs says. "It provides proximity to the grain, to the raw materials. And the fact that it's centrally located, with the ability to get to both coasts without being on one or the other, gives you access

to the entire United States."

A strong transportation infrastructure connects Springfield with metropolitan areas in the region, and relatively inexpensive utilities help to control the cost of doing business, Briggs says. Also, a meat processing company fits

comfortably into the Springfield area's farming culture. "The public understands the agribusiness side of it."

Along with what is now Cargill Turkey Products, other food processors operating in the Springfield region include Kraft Foods; Reckitt

From duck ponds to duck l'orange, Neosho is committed to the food industry every step of the way.



Poultry processors and egg producers are enjoying the many benefits of the Neosho area, but there's plenty of room for newcomers. Neosho has 900+ acres and available buildings for development, not to mention 1,000,000 gallons of water and the capacity in wastewater treatment to match. Easy highway access can get products to market quickly. And with incentives like the Enhanced Enterprise Zone, Neosho companies can find success as easy as duck soup.

Calling all companies! The first **100** email responses will receive a free duck call. Contact Gib Garrow, Director/Economic Development at gib@neoshocc.com or phone at **417-451-2945** today.

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MISSOURI

Benckiser, a producer of mustard; George's Inc.; and Tyson Foods.

Neosho and Newton County: Infrastructure, Workforce Training

When the U.S. Army moved out of Fort Crowder, in the southwestern corner of Missouri, it left a valuable legacy for businesses in that region. The Neosho Industrial Park now covers more than 1,000 acres of the former military base, and the site comes with a utility infrastructure equal to the needs of high-volume food manufacturers.

"We have over a million gallons of water available per day," says Gib Garrow, director of economic development for the City of Neosho and Newton County. "And we have a sanitation system to match that capacity." The park is served by Kansas City Southern Railway for

transportation north and south, and by the Burlington Northern Santa Fe Railway for freight going east and west.



Moark produces eggs in the Neosho region.

Two four-lane highways also service the Neosho area. "I-44 runs east and west just north of us, connecting with U.S. Highway 71, which is four lanes all the way to Canada and south into Arkansas," Garrow says.



- Major Highway/Interstate
- KCS Railway
- BNSF Railway

Neosho: Ready and Waiting

Crowder Industrial Park in Neosho, Missouri is primed for action. Five available buildings ranging from 2,500 to 24,500 sf will meet any need, from office to manufacturing space, and from warehousing to dry storage areas. With easy access to transportation and Crowder College, this location won't last forever.



For more information, contact Leroy Lock at 417.389.6088.

Companies that need expert help in training their employees need look no further than Crowder College, a two-year institution with its main campus in Neosho and satellite campuses in nearby Cassville, Nevada and Webb City. "Crowder is one of the leading colleges in the state of Missouri on customized training," Garrow says.

Crowder College also is a leader in alternative energy. In 1992 the Missouri Legislature designated the school the state's renewable energy education center. "The first car ever to cross the country powered by solar came out of Crowder College," Garrow says. Businesses that are working to incorporate greener practices into their operations will find abundant sources of expertise at Crowder's Missouri Alternative and Renewable Energy Technology (MARET) Center.

As a major agricultural center, the Neosho region also offers significant synergies for food manufacturers. "In this area, about 68 percent of the jobs created come out of the ag industry," Garrow says. Food businesses in the Neosho region include poultry processor Twin River Foods and Moark Productions, an egg producer owned by Land O'Lakes. The area is also home to several companies that make nutritional products for livestock.

Missouri: A Recipe for Success

"Whether a business is trying to succeed in the domestic or the global marketplace,

Missouri's rich agricultural heritage provides the ideal environment," observes John Hagler, director of the Missouri Department of Agriculture. "Missouri's centralized location in the nation's heartland offers multimodal transportation with extensive highway, rail, air and barge systems that provide easy access to markets. Paired with a great diversity of high-quality agricultural commodities, no place is better suited for a food processing business than Missouri."

Incentives, low taxes and other competitive advantages are the reason that companies such as Danisco, Nestle, Kraft and Dairy Farmers of America have chosen to locate their businesses in Missouri, Hagler says. "Through their successes and others, food manufacturing remains at the core of the state's economy, with over 40,000 workers located throughout the state. The state's workforce is well trained, and its educational systems are in tune with the needs of business. Moreover, Governor Jay Nixon has placed a premium on state and local cooperatives and public-private partnerships."

Considered one at a time, each of the advantages makes a compelling ingredient. Put them all together in Missouri, and you've got an unbeatable recipe for success. 🍳



*"Missouri's centralized location in the nation's heartland offers easy access to markets. Paired with a great diversity of high-quality agricultural commodities, **no place is better suited** for a food processing business than Missouri."*

John Hagler, Missouri Department of Agriculture



Missouri's Business Recipe

Ingredients:

- 5th lowest business costs of any state, including the cost of labor
- 5th lowest corporate income tax
- 3rd lowest business energy rates
- 4th lowest commercial electricity rates

Directions:

Take central location with convenient market access and combine with low business costs. Stir in large, quality workforce. Allow to rise.

Visit www.opportunity.missouripartnership.com or call 314.725.0949 to see what's cooking in Missouri.